

## **Capital Project Management Program**

*2005-07 Business Plan*

### **EXECUTIVE SUMMARY**

#### **Activity Description**

The Capital Project Management program supports the planning, budgeting, design, and construction needs of state agencies. The **mission** of the Capital Project Management program is to provide project management services in a timely and responsive manner so that state capital projects are constructed on time and in budget and meet the program requirements of the using agencies. The program's current biennial operating is \$9.6 million and it employs sixty-five Full Time Equivalent (FTE) positions.

Capital Project Management has a budget of \$9,796,000 and 65.5 FTEs

This seven year business plan is for fiscal years 2006 through 2011. Our business plan is to build on the success of recent initiatives and continue to improve the public works process to meet the capital project needs of state agencies. Over the last two years, the division has evolved rapidly toward higher project performance. This business plan outlines our strategy to continue improving the efficiency and effectiveness of our project management services.

#### **Retrospective**

Over the past ten years, E&AS incorporated several alternative public works methods for many of its major projects. We pioneered the use of the General Contractor / Construction Manager (GC/CM) process in Washington State through our Department of Corrections group. We are now using the process to add value, increase efficiency, and lower risk for multiple agencies statewide.

We recently modified our Architect / Engineer selection and contracting process to improve the quality of facility designs. We also initiated measures to more carefully check construction contractor's credentials to ensure that they can responsibly meet the project requirements. These measures are improving the quality of public projects.

#### **Current Initiatives**

We're applying multiple techniques to meet the unique needs of state projects in order to add value, efficiently meet the needs of state agencies, and improve overall project performance. These measures include:

- Alternative Public Works – GC/CM and Design Build.
- Sustainable Design
- Value Engineering and Constructability Review
- Contractor Responsibility Screening
- Barrier Free Design

## **Prospective**

In addition to continuing the above initiatives, for the 2005-2007 biennium, we plan to apply performance-based principles to thoroughly screen the A/E designers in order to improve the quality of the design documents. We will also apply performance based principles to more effectively screen contractors using responsibility criteria. We expect that these measures, in addition to careful and thorough value engineering and constructability reviews, will improve the quality of our projects and lower financial risks.

We strongly support the Governor's executive order promoting sustainable practices in state government. E&AS project managers are incorporating sustainable design principles into major state projects as a standard practice. Our plans over the next several biennia are to meet or exceed the sustainable design goals outlined in our client agencies programs.

Through our Barrier Free Facilities Program (BFFP), we will continue to conduct plan reviews of new and remodeled buildings with an emphasis on accessibility issues. Other activities the BFFP provides include consultation on disability issues related to facilities, a statewide assistive technology equipment lending program, and support for Braille Publishing and Audio tapes.

Starting in 2007-2009 we are proposing that Capital Project Management fees for service be added directly to a client agency's project budget at the time the project is requested. This will provide for more complete direct costing of the projects, stronger accountability to our clients, and increased financial visibility. After an individual project has been allotted, we would invoice the client agency for our project management fees. Capital Project Management would operate out of General Administration's Consolidated Fund (non-appropriated, budgeted). The program would operate as any other line of business; generating revenue, using it to pay for operating costs, managing cash using standard income and balance sheet financial statements as opposed to operating from the allotments.

	<b>05-07</b>	<b>07-09</b>	<b>09-11</b>
Goal:	Increase customer satisfaction	Increase customer satisfaction	Increase customer satisfaction
Strategies:	Use performance based A/E and contractor selection procedures. Use branding principles to improve communication and responsiveness.	Use performance based A/E and contractor selection procedures. Use branding principles to improve communication and	Use performance based A/E and contractor selection procedures. Use branding principles to improve communication and
Objective:	Meet customer's needs by improving design quality and minimizing construction change orders and claims.	Meet customer's needs by improving design quality and minimizing construction change orders and claims.	Meet customer's needs by improving design quality and minimizing construction change orders and claims.
Performance Measures:	Customer satisfaction surveys will show improvement for both the design and construction phases.	Customer satisfaction surveys will show improvement for both the design and construction phases.	Customer satisfaction surveys will show improvement for both the design and construction phases.

	<b>05-07</b>	<b>07-09</b>	<b>09-11</b>
Goal:	Increase our reimbursable services as a percentage of our total funding	Increase our reimbursable services as a percentage of our total funding	Increase our reimbursable services as a percentage of our total funding
Strategies:	Work with client agencies and OFM to promote new capital funding methodology	Work with client agencies and OFM to promote new capital funding methodology	Work with client agencies and OFM to promote new capital funding methodology
Objective:	Deliver our services efficiently	Deliver our services efficiently	Deliver our services efficiently
Performance Measures:	Reimbursable project management services will represent 25% of our total project management revenues	Reimbursable project management services will represent 90% of our total project management revenues	Reimbursable project management services will represent 100% of our total project management revenues

	<b>05-07</b>	<b>07-09</b>	<b>09-11</b>
Goal:	Provide equal opportunity for all citizens to participate in the public works contracts.	Provide equal opportunity for all citizens to participate in the public works contracts.	Provide equal opportunity for all citizens to participate in the public works contracts.
Strategies:	Notify certified MWBE firms of project opportunities. Increase the attention to MWBE goals in both A/E and construction contracts. Collect self-identified MWBE data.	Notify certified MWBE firms of project opportunities. Increase the attention to MWBE goals in both A/E and construction contracts. Collect self-identified MWBE data.	Notify certified MWBE firms of project opportunities. Increase the attention to MWBE goals in both A/E and construction contracts. Collect self-identified MWBE data.
Objective:	Increase the percentage participation of MWBE firms in public works contracts.	Increase the percentage participation of MWBE firms in public works contracts.	Increase the percentage participation of MWBE firms in public works contracts.
Performance Measures:	Construction contracts will achieve an overall 12% MWBE participation	Construction contracts will achieve an overall 14% MWBE participation	Construction contracts will achieve an overall 16% MWBE participation

	<b>05-07</b>	<b>07-09</b>	<b>09-11</b>
Goal:	Promote ease of use and accessibility of state owned and leased facilities	Promote ease of use and accessibility of state owned and leased facilities	Promote ease of use and accessibility of state owned and leased facilities
Strategies:	Review projects for compliance with ADA principles & universal design	Review projects for compliance with ADA principles & universal design	Review projects for compliance with ADA principles & universal design
Objective:	Employees and citizens with disabilities have equal access.	Employees and citizens with disabilities have equal access.	Employees and citizens with disabilities have equal access.
Performance Measures:	Review 10 major public works projects & 5 major lease-development projects for compliance with ADA principles.	Review 10 major public works projects and all major lease-development projects for compliance with ADA principles.	Review 10 major public works projects and all major lease-development projects for compliance with ADA principles.

